

ADMINISTRATIVE - INTERNAL USE ONLY

12 APR 1976

MEMORANDUM FOR THE RECORD

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FROM : [REDACTED]
Secretary

SUBJECT: Minutes of the 25 March 1976 OTR Staff Meeting

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1. The 25 March 1976 OTR Staff Meeting convened at 1405 hours and adjourned at 1525 hours. Chief, FTD, chaired the meeting and welcomed [REDACTED]

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2. [REDACTED] opened the discussion of MBO in the DDA by noting that both the DDA and the ADDA are comfortable with the system. There are six management systems: by hunch, staff, tight control, delegation, exception, and objectives. The latter two have been married in the DDA system. He gave a brief description of MBO. In response to the question--why MBO?, he noted that it is a planning device, a communications mechanism, it identifies problems, leads to greater achievement, and lessens ambiguities in the system. He contrasted a goal, which indicates a desired future condition, with an objective, which aims at a specific result and is time-sensitive. There are four key elements in an MBO system: goal definition and setting of objectives, action planning, implementation and self-control review--with its attendant participation, feedback, and corrective action as necessary--and appraisals. Good objectives represent the definition stage, action planning is the explanation phase, review/appraisal consists of periodic progress reporting, and the last stage is the final appraisal.

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3. [REDACTED] discussed the pros and cons of total MBO vs. selective MBO. He also noted some of the problems which have emerged in use of MBO in the public sector. The DDA system is a selective MBO system which retains the four key elements. He described task identification as the distinction between routine matters and matters which are innovative, problem-solving, and unique. He stated that improved communication is the most important factor in the DDA system. A blue booklet, prepared by [REDACTED] on the STATINTL

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DDA system, will be available shortly. He briefly discussed the relationship of MBO to resource packages, and the nature of the comments and complaints he has heard on the DDA system.

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4. As to the future, [REDACTED] listed several areas for improvement: more thorough analysis, building better objectives with emphasis on results, and a better mix of personal/professional goals. He stated that goals should be output-oriented, not input-oriented, and that objectives do not have to be quantifiable. [REDACTED] noted that one of his objectives was to reorganize clandestine training. He questioned whether this should not be considered a routine job rather than an innovative objective. [REDACTED] stated that he tended to agree, unless [REDACTED] considered it important for the DTR to be informed on the regular basis which is inherent in an MBO system. He noted that routine activity is reported by exception reporting rather than through the objective mechanism. Chief, CTP, questioned the difference between DDA-level, office-level, and component-level objectives. [REDACTED] replied that the lower levels should be looked at as a microcosm of the top levels, and there should be sequencing of objectives up and down the line.

5. Chief, FTD, thanked [REDACTED] for taking time to come over for this presentation. Following this, the Minutes of the 29 January Staff Meeting were approved. The Secretary noted that the revised versions of five of OTR's systems of records have been sent to the Federal Register for publication. [REDACTED] noted that the Unit weeklies are now available for the Unit Chiefs to read.

6. Chief, PRS, distributed copies of a memorandum from the DDA concerning the possible assignment of an attorney to the Directorate. He noted that [REDACTED], OGC, would be surveying each Office to examine the authorities for each activity. He requested each Unit Chief to check their files for papers which concern delegation of authority to their components. PRS personnel will check LOIs for this information.

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OTR Staff Meeting
Thursday, 25 March 1976

AGENDA

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1. Management by Objectives
in the DDA

[REDACTED]
Assistant for Resources,
DDA

2. Minutes of the 29 January 1976 Staff Meeting